with a more tremendous military problem than ever confronted Napoleon, and he had to discharge it with the brain of an inferior Wellington or Grant. Like them he was a highly trained professional soldier with excellent abilities. He was like them a pertinacious fighter and an efficient tactician, and given inexhaustible resources he could like them have worn out genius in the end. His mind, as well as that of his British partner Haig, only worked well, like a primitive tank, when the objective was limited, and where the terrain was limited vision within the vision of their own eyes.

When that objective was reached, they had to re-charge and re-consider for the next move. When either of them had to aim at something wider and more distant and out of sight, they always came to grief. They were not intellectually geared, powered or petrolled for such a purpose.

Where reserves, either of men, material or mind are by no means overwhelming, stubborn perseverance in wasteful tactics may lead to disaster. This is what broke the ardent spirit of French patriotism temporarily in 1917. It broke finally the devoted *Slavery to* spirit of Russia. It almost wore down *a "plan "* the stubborn spirit of the British troops in 1917. Joffre's generalship, which domi-nated the Allied strategy for four campaigns (for he shared the responsibility for the campaign of 1917),

had an ingenious and superstitious belief in the magic power of a " plan " without reference or adaptation to changing circumstances. A carefully thought out plan of campaign was of course essential. But for the Joffre mind a plan was something to be adhered to whatever new facts were revealed, whatever new conditions arose. A stubborn will, if controlled by a